



BUILDING STRONG NEIGHBORHOODS COMMITTEE

Meeting Report

March 15, 2004

PRESENT: Chair Cindy Chavez, Councilmember Ken Yeager, Councilmember Nora Campos

STAFF: Jim Holgersson, Kirk Pennington, City Manager's Office; John Weis, Kip Harkness, San Jose Redevelopment Agency; Sara Hensley, Scott Reese, Yves Zsuty, Dave Mitchell, Cynthia Bojorquez, Shirley Mata, PRNS; Jim Helmer, Department of Transportation; Avo Makdessian, Mayor's Office; Norm Sato, City Attorney's Office.

The meeting convened at 1:34 p.m.

a. Strong Neighborhoods Initiative – SNI Business Plan (Parks, Recreation and Neighborhood Services/San Jose Redevelopment Agency)

Chairperson Chavez stated the SNI Business Plan was continued from the February 5th agenda. Jim Holgersson addressed the Committee with the framework for discussion being the goals, objectives, and the focus of the business plan that would develop a good understanding of being on the right track. This reporting would assist staff with a budget framework that builds resources around particular goals and objectives that are in the proposed plan. John Weis stated the most interesting part of the challenge is to take the group working on plans and reaching out to neighborhoods and organizing and reconstituting to an implementation group. We have been looking at talent and ability and at the same time looking at efficiencies to get things done. The executive summary will cover the business context to establish accountability and responsibility for implementing strong neighborhoods and provide resources to support implementation.

To be able to create a virtual strong neighborhoods team by:

1. Delivers the priority projects that have been established by the various NACs and PACs.
2. To effectively deliver city services.
3. Develop a partnership with the communities.

A smaller team would be focusing on the delivery of projects, developing leadership and delivering services.

Councilmember Yeager asked if a smaller team was going to be possible. Since the NACs have been meeting for awhile and they are over the initial growing pains, I guess I want a

comfort level to have fewer meetings and smaller teams and bigger scopes. By combining things I want to make sure we are not losing things along the way.

Mr. Weis stated the structure proposed and up for discussion should resolve some of the Councilmember concerns.

Jim Holgersson stated the nature of the work has changed dramatically. The projects have shifted to implementation and John's presentation shows what we are really doing is digging deeper into our own organization.

Councilmember Campos questioned, has staff thought through how they are going to deliver this shift to the community? Each NAC meeting has their own governing body and they run it like their own organization. Now that you are combining efforts how does that effect how they run their meetings with their personal agendas? You may be answering these issues later in the presentation.

Mr. Weis stated the performance measures have been broadened. Our recommended roadmap on where we are going and what you are going to see next is to create SNI teams responsible for capital projects, service delivery and community building. We will use the business plan discussed at the last meeting to align the capital resources and services. The major items for improving neighborhoods are budgets, laws and policies, and then services. The various SNI areas amount to 20 that have leadership which is shared with SJRA and PRNS. We want to move to six teams with one person responsible as a team leader. Mr. Weis reviewed the proposed staffing teams. The reporting and teams are interchangeable with reporting to Jim Holgersson or John Weis.

Councilmember Yeager asked if Mr. Weis had the breakdown on SJRA and City staff and funds?

Mr. Holgersson stated it is a work in progress that Cynthia Bojorquez is currently working on.

Mr. Weis outlined the next steps: 1) select and assign the six development officers and the support staff, 2) start a training program, 3) find a common office, and 4) make some technology investments to enhance the teams.

Chairperson Chavez called for comments or questions for discussion.

Councilmember Yeager asked if fewer staff and meetings would satisfy people that have questions or concerns.

Mr. Weis stated having a team in an area and one person responsible will go a long way in addressing concerns that any neighborhood group may have. It is a very classical type of organizational structure. The biggest difference would be Jim Holgersson and John Weis will over see the staff instead of department heads. It would mean fewer staff meetings not public meetings.

Chairperson Chavez added the issue of productivity which is part of the measurements that you plan on using, is probably one of the most key components to be able to draw out. How does the capital project report the neighborhoods work? Is there a connection to what Terry Roberts is doing, that we are going to be able to produce delivery? Really the verbiage in the middle section is not as important as when is the project getting done. If we are paring back on money and our actions our delivery does not make me feel as confident.

Mr. Weis stated the next month's quarterly review should have the same type of charts. The charts begin when you are fully funded and are in final design or ready to start construction. That is when those schedules are meaningful.

Kip Harkness added the next quarter would have at least 45 project schedules. The budget was so recently approved they did not want to have project data included until the project managers were really held accountable and deliver a schedule they could commit to.

Chairperson Chavez stated that is excellent. If she could pick one thing that staff could work on, it would be the schedules. If the project is not listed and Council offices have money behind it, the reference is that it is not a project. Each SNI neighborhood having its own trajectory planned out is really critical. Even if those timelines move, it forces staff out in the neighborhood to give the status on why the project is moving that way. The interim phase between green and being an actual project is so painful. The neighborhoods have already gone through the interim phase. I do not know if you want to attach it to the SNI Business Plan, I am open to how that comes back but has to happen.

Mr. Weis stated in a discussion with Terry Robert's staff that they are planning on putting the CIP data in each individual separate CSA. It also needs to be called out separately and can be done.

Chairperson Chavez added that on the measurements she has not seen how departments integrate their work into SNI.

Mr. Holgersson stated staff is working on activities as Strong Neighborhoods being a theme is each CSA. They have access to the priorities and one of the missions is to incorporate the business plan into their individual CSA plans and resource in a group as a whole.

Chairperson Chavez stated she wants to be able to see, when reviewing the 190 list by department, where we are having contributions and where we are not. I think if that list is generated in two ways 1) neighborhood and 2) who is the primary. In terms of a measurement from senior staff, Chairperson Chavez wants to see the document reflecting the leadership of your top team.

- Which departments are we allocating resources to support SNI
- Are all the departments and CSA groups contributing to the 190

Cynthia Bojorquez confirmed that a starting point would be a matrix by department, of existing top tens, all that are Department of Transportation and PRNS and see what their funding level is now and compare them over time.

Chairperson Chavez stated a matrix is exactly what is needed. Staff has not been able to share with the Council office what type of work is happening in their SNI areas. We need to figure out how to quantify the sub-set, 1) do the Terry Roberts matrix, 2) the SNI matrix by neighborhood, and 3) the same SNI matrix by neighborhood sorted by CSA, so staff can continue to engage the departments. On the training issue, a recommendation is to hire the best and the brightest to make sure we are training them to figure out to help the training have some meaning on what they are building. Maybe we could partner with San Jose State with credits for project management or community development training. The training needs to have value. Chairperson Chavez would like to have the training information be included in the next update. Two words that are missing from the organization structure 1) accountability and 2) need to have a plan to have the entire City agree to, otherwise SNI conflicts will take place over resources and this will put the initiative at risk.

Chairperson Chavez expressed Councilmember Chirco's concerns having the document called Strong Neighborhoods Plan and having the initiative a subset of the plan. On Councilmember Chirco's behalf, staff needs to take a look at the document and structure so we are having it meet a broader need which is creating strong neighborhoods citywide and recognizing that issues vary with special needs.

Ms. Bojorquez stated as they come forward with the business case scenarios under "one voice" we are creating the Neighborhood Development Center (NDC) as the central hub. Some neighborhoods would have support positions that can be centralized within the NDC so they can support both SNI and non-SNI areas. All areas can still go to the NDC and get support for community organizing activities or leadership, it is One Stop where all the issues can be deployed based on the demands and community services.

Chairperson Chavez said the SNI Business Plan needs to reflect the NDC as a central hub for all, not just SNI.

Mr. Holgersson added we do share the view that the Strong Neighborhoods Business Plan which contains SNI as a component of the plan. With the entire budget challenge in front of us it is very important that we take building strong neighborhoods as part of how we deal with the entire city.

Councilmember Campos added at the National level in Washington D.C., the question was how do you get the rest of the City to see that SNI is an important step as a whole. How are we marketing and looking at this as one big plan? How are we delivering what we are working on here to the community, so they can continue to see that all these changes we are making are going to continue to benefit them? I do not know if we are prepared for the community's response to change.

Mr. Harkness stated staff alone does not always hear the neighborhood grumbles. Staff will be meeting with community leaders and asking how do we respectfully engage the neighborhoods.

Autumn Gutierrez represented the Washington Neighborhood and addressed the Committee on how the SNI Business Plan is going to roll out to the neighborhoods. We have seen an evolution and a few items that will be important like the comprehensive action lists. If you can show people that work is happening, this is the key. We can build up the NDC during the shift and how to get people there. Communication is going to be the key and to maintain the trust. You need to get suggestions from the community on who they feel works well with the neighborhoods. As different subjects come forward different people come out to present their position. Performance measures from staff may be helpful since interacting with the public has changed. The plan as a whole is important in developing the comprehensive action because there is movement on a lot of those items that does not get recognized. As long as you can keep showing the celebrations you are going to maintain buy-in.

Councilmember Campos suggested taking communication one step further to the frontline and contacting the leaders of different NACs to get their feedback on the initiative on how this information should be processed through the community.

Mr. Harkness confirmed when staff is doing their listening they need to pay particular attention to some of those voices which may not be the obvious ones interacting at the highest levels. To dig down a littler deeper and broader and be thoughtful of who to bring in to get the full perspective.

Chairperson Chavez requested a review of the plan, prior to Council, to ensure the major changes discussed are included in time for the budget. She wants to make sure the intent of the Committee is incorporated so it does not need to come back to the Committee.

A motion by Councilmember Yeager with a second by Councilmember Campos to include the edits as discussed and accept the SNI Business Plan to move forward. The motion was passed by the Committee.

Chairperson Chavez asked if the additional questions requested by Committee were included for the 2003 survey?

Kirk Pennington stated, yes, the questions about volunteerism, safety downtown and other concerns will be presented to Council but are not included in the presentation he is reviewing with the Committee today. The 2003 Community Survey has extracted SNI which was different from the 2001 survey. The top five issues have been the same the last three times we have given this survey. They are also the top five for SNI.

Councilmember Yeager asked if they used the same method on city wide as with SNI?

Mr. Pennington stated the methodology is a survey city wide being 1,000 telephone calls with plus or minus 3% validity. The SNI is 200 residents surveyed with plus or minus about 7%.

Councilmember Yeager asked if they got a sense with the SNI's that it was well spread out through all 20 areas?

Mr. Pennington added that was the goal. Yes, they feel confident that this is the right level to report at with SNI as a whole.

Councilmember Yeager asked Jim Helmer, Director of Department of Transportation, if he was surprised how traffic has gone down on the survey due to Traffic Calming?

Mr. Helmer stated he believes a lot of it is tied to the economy. Over the last 3 or 4 years there has been a greater community participation that has assisted with solutions.

Mr. Pennington added the survey provides perception by the public. Real statistics such as crime would be provided by the Police Department.

Chairperson Chavez expressed her gratitude to the SNI survey team for their presentation.

Due to another meeting Chairperson Chavez had Vice Chair Yeager continue the meeting. With Chairperson Chavez absent there was not a Committee quorum.

b. Preliminary Discussion on Strategy to Update Greenprint (Parks, Recreation and Neighborhood Services)

Scott Reese stated the update on the Greenprint will be lead by Dave Mitchell. Staff is in the very early stages and will provide a quick overview and answer any questions the Committee may have. The planning begins March 2004, and will probably take about 18-22 months to complete which allows flexibility for the community process. Approval should be in the fall of 2005. The process will involve four phases: planning, updating, approval and production.

Councilmember Yeager asked what is the community outreach going to involve?

Mr. Reese stated that a minimum of two meetings in each area and interaction with different groups and organizations, at large meetings in the Council Districts and more specific meetings using the city and non-city to capture the information. An Advisory Board will be developed and opportunities will be available to address that group as staff is making progress reports. We will be outlining this within the next couple of months and bringing that information back to the Committee. We will be using the website to keep people up to date and allow them input into the process.

Councilmember Campos requested to keep the Council offices involved in the process as they start planning the community meetings.

Ms. Hensley added absolutely without a doubt staff will be to working with the Mayor's and Council offices to make sure they are aware of the meetings being held. Another important part includes all the different commissions (Parks and Recreation, Youth and Senior Commissions) that want to be very actively involved in helping facilitate some of the meetings. Every group possible can play a part in the Greenprint.

Mr. Reese stated staff would also return to the BSN Committee as part of Council approval. The cost will be approximately \$250,000 and is included in the C & C funds.

Dave Mitchell clarified in the original Greenprint the number one thing that the public wanted was gathering places.

The Committee could not direct a motion due to a lack of a quorum. The consensus was to accept the report.

c. Trails Update: Discussion of Current Trails Status and Recommended Trail Development (Parks, Recreation and Neighborhood Services)

Scott Reese addressed the Committee reviewing the powerpoint presentation on:

1. Annual Work Plan
2. Annual Trail Progress Report
3. Trail Program Web Site Development
4. Grant Seeking Strategy
5. Trail Development Flowchart

Currently, there are about 100 miles of trails that staff is working on and it will increase in size as we go out and explore. There are other potential trails or sub-trails that have not been inventoried.

Mr. Reese reviewed the Development Flowchart and explained the status of various trails in identify, study, plan, acquisition, design, construction and opening phases. The next report to the Committee will include the Annual Progress Trail Report and an update on the work with the Santa Clara Valley Water District.

Councilmember Yeager stated as we move towards the end of the year and in 2005 there are some very large projects coming up. We want to make sure we can provide as much publicity as possible. Please report the efforts being made to inform staff and the public on those events in the quarterly report around November.

Sara Hensley stated there is a team already working with the Guadalupe River Park and Gardens staff with the City on how to plan for this tremendous event with so many partners involved.

Yves Zsutty added he has been participating with the San Jose Redevelopment Agency on various levels.

Councilmember Yeager stated at some point we may want to bring Planning into our discussions. I do not know where the discussion is for development to help to fund the conditions of the trails. We are focusing on PRNS but letting developers have the option of having their PDO fees go towards construction of the trails.

Mr. Reese stated that is part of the update to the PDO/PIO ordinances that PRNS is proposing. You should see this proposal sometime between June and September. We have incorporated language that recommends wording that is broader and what the state allows.

Mr. Helmer added that in the Transportation Model of Service Policy that is being updated, there are certain areas of the City that have traffic impacts associated with new developments where we cannot mitigate those impacts because the existing street system may already be at its full potential. There is development of an overriding EIR that will call for other specific strategic plan elements that aid transportation in other modes such as transit stops, sidewalks, and walking areas such as trails.

The Committee could not direct a motion due to a lack of a quorum. The consensus was to accept the report.

d. Neighborhood Investment and Development Update (Parks, Recreation and Neighborhood Services)

Cynthia Bojorquez provided a brief update on the Neighborhood Investment and Development Task Force. This was a group that consisted of both City and SJRA staff and the primary purpose is to look at resource development for the SNI in terms of capacity building resources, grants, volunteers and the ability to coordinate those services.

There are efforts underway in the NDC, Service Learning Efforts for San Jose State University, grant strategies for Neighborhood Associations and SNI, and additional efforts to outreach to areas other than SNI.

Councilmember Yeager asked what was happening with the selection of the director for the NDC and the other staffing issues?

Ms. Hensley stated the positions are still on hold. We are hopeful down the road we will be able to fill them. Shirley Mata has stepped up to the challenge to work with Cynthia Bojorquez.

Councilmember Yeager asked do you feel with the re-structuring you have done what you can to deliver the services you want and not fill any vacancies?

Ms. Hensley said currently we are able to do that. I believe there will be a boiling point as staff takes on additional duties. As we look forward to the transition on how the whole Strong Neighborhood effort across the City takes place, the HUB (NDC) will continue to be more of a priority because it will be the home base for not only SNI areas but also other associations across the City and then staffing that are in other areas across the City to go to for resources. We are going to have to eventually focus on filling the positions. Staff has done a great job considering where we were and what was pointed out through the audit. The corrections have been made.

Councilmember Yeager asked do you see the NDC doing more or less with the United Neighborhoods, what is the blend we would like to achieve at this point?

Ms. Bojorquez stated we are actually making more partnership with the United Neighborhoods as well as other community partners because we do have limited resources. It is requiring us to be more creative on how we deliver services.

Ms. Hensley added the outreach efforts that Cynthia and Shirley have been involved with in working with the Mexican Heritage Plaza and the outreach center for the NDC that will be located there. They have already moved forward and are actually taking the services to the community.

Councilmember Campos asked who took part in the focus groups? Is there a way your information is getting to the Council offices so we are working jointly together on what efforts you are doing and we are not duplicating our efforts?

Ms. Mata stated PAC and NAC members past and present worked in the groups and most recently we have included the Council Assistants at the meetings. We just began cross-referencing the databases for outreach. We are going towards working on non-duplication of efforts. It is in our plan.

Ms. Hensley added the bottom line is -- What are the services needed? How do we get those services there? Is it association we need to build? Is it a community center that we are seeing a lack of participation? Are there resources available to help make some things happen? It is there for staff, citizens, and other city departments to work closer. The medium is there to do the advertising whether it is a park dedication or playground renovation. The NDC is there to use as a resource to make sure all the information is getting out internally and externally.

Councilmember Campos asked if we are thoughtful on getting out all the information needed in different languages?

Ms. Bojorquez stated the NDC plays a major part and has the accreditation services that is used all the time and for all efforts.

Ms. Bojorquez addressed the second area of efforts are working with San Jose State University Center for Service-Learning. As part of the Getting Families Back To Work initiative, one of the priorities is better collaboration with San Jose State.

Councilmember Campos said the National Hispanic University is accredited and part of San Jose State. Are we figuring out how we use that core? They are a great asset for the Spanish speaking community.

The third area Ms. Bojorquez addressed was the Grant Strategy for Neighborhood Associations and SNI. We need to be pro-active in terms of how we go out and identify sources of funding for those programs currently not funded but are neighborhood priorities. We are trying to identify a strategy that would cover the entire City in the grant strategy. We want to engage the community in the grant writing process. The process itself is healthier when the neighborhoods are engaged and actually writing the applications and presenting the programs.

In terms of outreach efforts outside of the SNI, Ms. Bojorquez stated one of the advantages she has is being responsible for both SNI and NDC and for the first time we are able to marry

the two in terms of aligning their resources and ensure the communication. In terms of the SNI, NDC staff has been doing community presentations out at the NAC meetings and in the first two months they have done 18 presentations. Part of the reasons Shirley is verifying all the lists of contact information is because we are going to start regular communications with each of the Neighborhood Associations as well as asking them about community newsletter articles.

Councilmember Yeager stated when I think of some of the issues coming up with the budget, how can that get out to the communities? Even if it is sending emails to groups trying to let them know what is being proposed.

Ms. Bojorquez stated a concern was raised at a PAC meeting last month on the City budget. They asked for a presentation on the budget. We are looking at doing a briefing for them in terms of the budget. We could put together an email distribution informing of the budget hearing schedule.

Ms. Hensley added that is something that could be part of the community connections. Where we are as far as the process and the budget recommendations that may have to come forward so they know there are issues they may want to come and talk about.

Councilmember Yeager added to at least let the public know what the proposals are so they have some ideas, particularly on neighborhood issues.

The Committee could not direct a motion due to a lack of a quorum. The consensus was to accept the report.

e. **Oral Petitions**

None.

f. **Adjournment**

The meeting adjourned at 3:36 p.m.

Cindy Chavez, Chair
Building Strong Neighborhoods Committee